

The effect of organizational culture and environmental work on employee performance through organization commitment PT. Ciwangi Berlian Motors

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THE EFFECT OF ORGANIZATIONAL CULTURE AND ENVIRONMENTAL WORK ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATION COMMITMENT PT.CIWANGI BERLIAN MOTOR

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Abstract

This study aims to determine the effect of organizational culture and work environment on employee performance simultaneously, to know the influence of organizational culture on partial employee performance, to know the influence of work environment on partial employee performance, to know influence of organizational commitment to partial employee performance, organization on employee performance through organizational commitment variable and know the influence of work environment on employee performance through organizational commitment. Research conducted on employees of PT. CiwangiBerlian Motor.

The sampling technique used saturated sample method involving 152 people. Data analysis using path analysis. Based on the results of the research note that the variables of organizational culture and work environment affect the performance of employees simultaneously. The effect of organizational culture on employee performance is 0.252. The influence of organizational culture on employee performance through organizational commitment is $0.427 \times 0.403 = 0.172$. The direct effect of work environment on employee performance is 0.798. While the influence of work environment on employee performance through organizational commitment is $0.305 \times 0.403 = 0.123$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Keywords: Organizational culture, work environment, organizational commitment, employee performance



Introduction

Companies need employees who have high performance in developing the company. Performance plays an important role to promote the company this is because employees have a role in addition to the executive of daily tasks also play a role in strategizing and implementing strategies and evaluate them.

Sulistiyan (2003) states that a person's performance is a combination of ability, effort, and opportunity that can be accessed from his work. Gibson(1996) states there are 3 factors that affect the performance. The first factor is individual factors, such as ability, skills, family background, work experience, social level and demographic person. Second is a psychological factor, such as perception, role, personality, motivation and job satisfaction.

The third factor is organizational factors, such as organizational structure, job design, organizational commitment and reward system. Gibson's statement explains that the psychological factors of job satisfaction and organizational factors such as motivation will affect the performance.

In previous research, employee performance is influenced by factors that happen to the company. Rahmawati(2013) examines the effect of the environment on performance. The results showed that there is a positive and significant influence on the environment on performance(Y). The better the environment than expected performance will also be greater.

The work environment is the internal and external conditions that can affect the morale so that the work can be expected to finish faster and better. According to Sedarmayanti (2003), working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The type of work environment is divided into two: (a) Physical work environment is a physical condition that is located around the workplace that can affect employees either directly or indirectly (b) Non physical work environment is all the circumstances that occur related to work relationships, both relationships with superiors and with peer relationships.

Research Linawati and Suhaji (2013) states there is an environmental influence on personal performance. Research conducted on personal PT. Herculon Carpet Semarang. Organizations must be able to create an

environment well so that their performance will be achieved. In this case the need to develop a good working environment that supports the work of the staff and staff.

Koesmono(2012) states that organizational culture affects the performance of employees who work in a company. The research was conducted by taking samples from companies in Surabaya and surrounding areas. The analytical technique using structural equation model (SEM) using AMOS software. Research Uddin et al (2012) states that the organizational culture affects the performance of employees working in the telecommunications sector companies in Bangladesh.

Literature Review

Employee performance

Understanding performance according to Siswanto (2002:235) states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him.

Rivai (2005:309) said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve the purpose of carrying out the task and work given to him.

Employee Performance Measurement

According to Dharma (2003: 355) quoted from saying almost all ways of measuring performance consider Things as follows:

1. Quantity, ie the amount to be completed or achieved.
2. Quality, the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
3. Timeliness, which is in accordance with the time planned.

Meanwhile, according to Mathis (2002:78) which became an indicator in measuring the performance or achievement of employees are as follows:

1. The quantity of work, ie the volume of work produced under normal conditions.



2. Quality of work, which can be neatness accuracy and relevance of the results by not ignoring the volume of work.
3. Utilization of time, ie the use of working periods adjusted to the discretion of a company or government agency.
4. Cooperation, ie the ability to handle relationships with others in the work.

Organizational culture

Robbins (2008) states that organizational culture is a system of shared meanings within an organization that determines in a higher level how employees act. Organizational culture is a value system that all members of the organization believe and studied and applied and developed on an ongoing basis that serves as an overall system. Robbins (1998) states: organizational culture refers to a system of shared meaning held by members that distinguish the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization value.

Furthermore, Robbins (2008) argues that: "Organizational culture as the dominant values disseminated within the organization employed as employment philosophy that guides the organization's policy in managing its employees and consumers.

Organizational culture as a set of values and norms that control members of an organization interact with others and with suppliers, consumers, and others outside the organization. The organizational culture consists of the final state that the organization seeks to achieve (terminal value) and the model encourages organizational behavior (instrumental values). Ideally, instrumental value helps the organization achieve its terminal objectives. Actually, different organizations have different cultures because they process different terminal and instrumental value settings.

Organizational culture has a broad meaning. According to Dessler (2006), organizational culture is a characteristic of the values, traditions, and behaviors of employees within the company. According to Luthans (2002), organizational culture is the norms and values that direct the behavior of members of the organization. Each member will behave in accordance with the prevailing culture to be accepted by the environment.

Schein in Luthan (2002) defines organizational culture as a pattern of basic assumptions found, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptations and internal integration already works well enough, so it needs to be taught to new members as the right way to understand, think and feel with regard to those issues. Mas'ud (2004), organizational culture is a system of meaning, values, and belief shared in an organization that became a reference to act and distinguishes one organization with another organization. Organizational culture then becomes the main identity or character of the organization that is maintained and maintained. Denison and Misra (1995) formulate the indicators of organizational culture as follows: (1) mission, (2) consistency, (3) adaptability, and (4) engagement.

Work Environment

According to Nitisemito (1992:159), the work environment is the internal and external conditions that can affect the morale so that the work can be expected to finish faster and better.

According to Sedarmayanti (2003: 12), working environment conditions are said to be good or appropriate if humans can carry out activities optimally, healthy, safe, and comfortable. The suitability of the working environment can be seen as a result of the long-term furthermore poor work environments may demand more labor and time and do not support the efficient design of work systems.

The type of work environment is divided into two, namely: (a) The physical work environment is a physical condition that is located around the workplace that can affect the personal either directly or indirectly (b) Non physical work environment is all the circumstances that occur related to work relations, both relationships with superiors or with peer relationships, or with subordinates.

Factors Affecting the Work Environment

The work environment is influenced by several factors that can affect the formation of a work environment according to Sedarmayanti (2003: 46) are as follows:

1. Lighting / Light

Light or illumination is very beneficial for the person to get safety and smooth work. Light is less clear, so



the work will be slow, a lot of mistakes, and ultimately lead to less efficient in carrying out the work.

2. *Air temperature*

The air around is said to be dirty when the oxygen levels, in the air have been reduced and have been mixed with gas or odors that are harmful to the health of the body. A sense of cool and fresh in the work will help speed up the recovery of the body due to fatigue after work.

3. *Noise*

One population that is enough to occupy the experts to overcome it is noise, the sound that is not desired by the ear. Considering the work requires concentration, the noise should be avoided so that the implementation of work can be done efficiently so that worker productivity increases.

5. *Work Security*

One of the efforts to maintain security in the workplace can take advantage of the Security Personnel Unit (SATPAM).

6. *Personal relationships*

A pleasant work environment for personal through harmonious relationship ties with superiors, colleagues, and subordinates and supported by adequate facilities and infrastructure that exist in the workplace will bring a positive impact on the personal so that personal performance can increase.

Organizational Commitment

According to Robbins and Judge (2008:100) organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership within the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013:73) organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner Dan Kinicki (2014:165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member.

Organizational Commitment Dimension

Robbins and Judge (2008: 101) state that there are three separate dimensions of organizational commitment:

1. Affective commitment is an emotional feeling for an organization and a belief in its values. For example, a Petco employee may have an active commitment to his company because of his involvement with animals.
2. Continuous commitment (continuance commitment) is the economic value felt to persist in an organization when compared to leaving the organization. An employee may commit to an employer because he or she is highly paid and that the resignation of the company will destroy his family.
3. Normative commitment is an obligation to stay in the organization for moral and ethical reasons. For example, an employee who pioneered a new initiative might persist with an employer because he felt leaving someone in a difficult situation when he left.

Factors Affecting Organizational Commitment

According to Dyne and Graham (2005) in Soekidjan (2009), the factors affecting commitment are as follows:

1. *Personal Characteristics.*

- Certain personality traits that are, meticulous, extrovert, positive (optimistic), tend to be more committed. Similarly, more team-oriented individuals and assign group goals to their own goals and altruistic individuals (happy to help) will tend to be more committed.
- Age and tenure, positively related to organizational commitment.
- The level of education, the higher the more expectations that may not be accommodated, so the commitment is lower.
- Gender, women generally face greater challenges in achieving their careers, resulting in higher commitment.



- Marital status, married is more tied to the organization.
- Job involvement in the level of individual work involvement is positively related to organizational commitment.

2. Situational.

- Value of Workplace. Shared values are a critical component of the relationship of mutual attachment. Quality, Innovation, Cooperation, Participation and Trust values will make it easier for every member/employee to share and build close relationships. If the members/employees believe that the value of the organization is the quality of the service product, the members/employees will be involved in the behavior that contributes to making that happen.
- Organizational Justice. Organizational justice includes Justice relating to the fairness of resource allocation, justice in the decision-making process, and fairness in the perception of fairness for the maintenance of interpersonal relationships.
- Characteristics of work. Covering meaningful work, autonomy and feedback can be an internal work motivation. Beggs expressed satisfaction over autonomy, status, and policy as an important predictor of commitment. The specific characteristics of the job can enhance a sense of responsibility, as well as a sense of attachment to the organization.
- Organizational support. Organizational support has a positive relationship with organizational commitment. This relationship is defined as the extent to which the members/employees perceive

that the organization (institutions, superiors, peers) encourage, respect, appreciate contributions and give appreciation to individuals in their work. This means that if the organization cares about the existence and personal welfare of its members/employees and also appreciates its contribution, the members/employees will become committed.

3. Positional.

- Years of service. The longer working period will increasingly make the members/employees commit, this is due to the more giving member/employee opportunities to accept challenging tasks, greater autonomy, and higher promotional opportunities. Also, the personal investment opportunities of mind, energy and time are getting bigger, social relationships are more meaningful, and access to new job information is getting less.
- Level of work. Various studies mention the socioeconomic status as a predictor of the strongest commitment. High status tends to increase motivation as well as being actively involved.

Research Methods

Research design

This research uses *explanatory analysis* approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

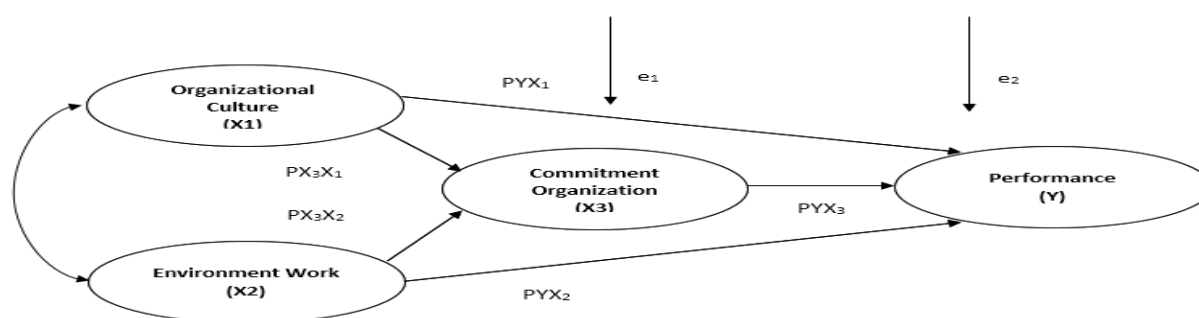


Figure 1. Research Design



Population and Sample Research

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by the researchers to be studied and then drawn conclusions (Sugiyono, 2007). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2000).

The samples used this study are employee companies. The total number of employees is 152 people. The total number of employees involved is entirely in this study. So the sampling is using saturated sample method.

Data Collection Technique

To obtain a concrete and objective data must be conducted research on the problems studied, while the steps that researchers took in the collection of data are:

a. Primary data

Primary data is data obtained directly from the object of research. In this case, the primary data obtained from field research that is data collection method do premise direct research on the object of research in question.

b. Secondary data

Secondary data is data obtained indirectly from research object. In this case, the secondary data obtained from the *library research* data collecting method that is done by studying and understanding books of the literature of the author's work that can be justified theoretical basis.

Data Quality Test

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003:86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each scored item. The correlation coefficient used is Product Moment correlation coefficient?

2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from *Cronbach*.

Result and Discussion

Analysis of Organizational Cultural Variables

Variable organization culture includes 7 questions which are composed of numbers 1 through 7. The question was then submitted to 152 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table 1. Results of Question Validity Organizational culture

Variable	Statement	R arithmetic	R table	Description
Organizational Culture (X1)	Question 1	,795	0.198	Valid
	Question 2	,683	0.198	Valid
	Question 3	,683	0.198	Valid
	Question 4	,727	0.198	Valid
	Question 5	,720	0.198	Valid
	Question 6	,688	0.198	Valid
	Question 7	,683	0.198	Valid
Source: Primary Data, processed in 2017				

Based on Table 2 it is known that the correlation value of between item with the total greater than the value 0.1946. The value is taken from the table with the level $df = 152 - 2 = 150$. This means that all of the question

items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha

with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is

reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table 3. Results of Reliability Organizational Culture

Cronbach's Alpha	N of Items
,743	7

Based on Table 3 note that the value of Cronbach Alpha 0,743. The value is greater than the 0.6 so it can be said that the question on the variable organizational culture is reliable.

Analysis of Results of Working Environment Variables

The working environment variables include 9 questions composed from numbers 8 through 16. The question was then submitted to 152 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table 4. Results Validity Environment Variables

Variable	Statement	R arithmetic	R table	Description
Environment Work(X2)	Question 1	,740	0.198	Valid
	Question 2	,749	0.198	Valid
	Question 3	,771	0.198	Valid
	Question 4	,730	0.198	Valid
	Question 5	,682	0.198	Valid
	Question 6	,741	0.198	Valid
	Question 7	,661	0.198	Valid
	Question 8	,674	0.198	Valid
	Question 9	,698	0.198	Valid
ce: Primary Data, processed in 2017				

Based on Table 4 it is known that the correlation value of between items with the total greater than value 0.1946. The value is taken from table r with the level $df = 152 - 2 = 150$. This means that all of the question items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table 5. Results of the Reliability of Working Environment

Cronbach's Alpha	N of Items
,743	9

Based on Table 5 note that the value of Cronbach Alpha 0,743. The value is greater than the 0.6 so it can be said that the question of the work environment variable is reliable

Analysis of Results Variable Organizational Commitment

Organizational commitment variables include 7 questions compiled from numbers 17 to 23. The question is then submitted to 152 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table 6. Results Validity Organizational Commitment Variables

Variable	Statement	R arithmetic	R table	Description
Commitment	Question 1	,736	0.198	Valid

Organization(X3)	Question 2	, 629	0.198	Valid
	Question 3	, 610	0.198	Valid
	Question 4	, 567	0.198	Valid
	Question 5	, 666	0.198	Valid
	Question 6	, 652	0.198	Valid
	Question 7	, 565	0.198	Valid
ce: Primary Data, processed in 2017				

Based on table 6 it is known that the correlation value between items with a total greater than the value of 0.1946. The value is taken from table r with the level $df = 152 - 2 = 150$. This means that all of the question items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of the data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table 7. Results of Reliability Organizational Commitment

Cronbach's Alpha	N of Items
, 743	9

Based on Table 7 it is known that the Cronbach Alpha value is 0.673. the value is greater than 0.6 so it can be said that the question on organizational commitment variable is reliable

Analysis of Employee Performance Variables Results

Table 8. Results Validity Questions On Employee Performance Variables

Variable	Statement	R arithmetic	R table	Description
Performance (Y)	Question 1	, 529	0.198	Valid
	Question 2	, 615	0.198	Valid
	Question 3	, 596	0.198	Valid
	Question 4	, 579	0.198	Valid
	Question 5	, 516	0.198	Valid
	Question 6	, 525	0.198	Valid
	Question 7	, 579	0.198	Valid
	Question 8	, 617	0.198	Valid
	Question 9	, 555	0.198	Valid
	Question 10	, 561	0.198	Valid
	Question 11	, 581	0.198	Valid
	Question 12	, 582	0.198	Valid
	Question 13	, 571	0.198	Valid

ce: Primary Data, processed in 2017

Based on table 8 it is known that the correlation value between items with a total larger than the value of 0.1946. The value is taken from table r with the level $df = 152 - 2 = 150$. This means that the entire question items submitted is valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of the data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table 9. Reliability Results Employee Performance Questions

Cronbach's Alpha	N of Items
, 743	9

Based on Table 9 it is known that the Cronbach Alpha value is 0.673. the value is greater than 0.6 so it can be said that the question on employee performance variable is reliable.

Hypothesis Testing

The Influence of Organizational Culture and Work Environment on Employee Performance

Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table10.Results of the first equation analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	17,076	1,956		8,731	, 000
	Culture	, 182	, 063	, 140	2,892	, 004
	Environment	, 768	, 048	, 778	16.044	, 000
a. Dependent Variable: Performance						

Table 11. Value F Calculate simultaneous equations

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3918.197	2	1959,098	42,540	, 000 ^b
	Residual	2047,882	149	13.744		
	Total	5966,079	151			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Environment, Culture						

Based on tables 10 and 11, it is known that the value of F arithmetic of 42.54 and significance of 0.05. This value is less than 0.05. This means that organizational culture variables and work environment

affect the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table 12. The value of r squared the first regression model

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	, 810 ^a	, 657	, 652	3,70731	1,306
a. Predictors: (Constant), Environment, Culture					
b. Dependent Variable: Performance					

Based on Table 12 it is known that r square value equal to 65,7% meaning Organizational culture variable and Work environment influence to employee performance equal to 65,7% while the rest influenced by other variables not included into model equation.

Influence Analysis of Organization Culture against Employee Performance Partially

The result of the analysis of the influence of organizational culture on performance partially can be seen in the following table.

Table 13. Results of the analysis of the second regression equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,367	2,686		12,794	, 000
	CULTURE	, 328	, 103	, 252	3,195	, 002
a. Dependent Variable: Performance						

Based on table 13, the results of the above analysis note that the organizational culture coefficient of 0.252. The value of t is 3.195. Value significance of 0.00. This value of significance is smaller than 0.05. This means

that the organizational culture variables affect the performance of employees partially. The amount of influence leadership on employee performance can be seen in the following table.

Table 14. The r-value of squared the second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	, 252 ^a	, 064	, 057	6.10242
a. Predictors: (Constant), Culture				

Based on table 14, it can be seen r square value of 0.298. This means that the influence of organizational culture variable on employee performance is 29,8% and the rest is influenced by other variables not included in equation model.

Analysis of the Effect Of Work Environment On Partial Employee Performance

The result of analysis of the influence of work environment to performance partially can be seen in the following table.

Table 15. Results of the analysis of the third regression equation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.217	1,364		15,551	, 000
	Environment	, 788	, 049	, 798	16,241	, 000
a. Dependent Variable: Performance						

The structural equation of the above data can be seen as follows

$$Y = 0.798X_2$$

Based on table 15, the result of the above analysis is known that the working environment coefficient of 0.798. The value of t is 16,241. Value significance of

0.00. This value of significance is smaller than 0.05. This means that the work environment variables affect the performance of employees partially. The amount of influence Work environment on employee performance can be seen in the following table.

Table 16. The r-value of squared the third equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	, 798 ^a	, 637	, 635	3.79723
a. Predictors: (Constant), Environment				

Based on table 16, it can be seen r square value of 0.637. This means the influence of work environment variable to employee performance of 63.7% and the rest is influenced by other variables that are not included in the equation model.

Influence Analysis of Organizational Commitment on Employee Performance Partially

The result of analysis of the influence of organizational commitment to performance partially can be seen in the following table.

Table 17. Results of the analysis of the fourth regression equation

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	32,109	2,037		15.760
	Commitment	, 490	, 091	, 403	5,393
a. Dependent Variable: Performance					

The structural equation of the above data can be seen as follows

$$Y = 0.403X_3$$

Based on table 17, the above analysis results show that the coefficient of organizational commitment is 0.403. The value of t is 5,393. Value significance of 0.00.

This value of significance is smaller than 0.05. This means that the variable of organizational commitment affects the performance of employees partially. The magnitude of the influence of organizational commitment to employee performance can be seen in the following table.

Table 18. Results of the analysis of the fourth regression equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	, 403 ^a	, 162	, 157	5.77188
a. Predictors: (Constant), Commitment				

Based on table 18, it can be seen r squared value of 0.162. This means that the influence of organizational commitment variable on employee performance is 16.2% and the rest is influenced by other variables that are not included in the equation model.

Analysis of Direct and Indirect Influence

The coefficient of influence Organizational culture on Work environment can be seen in the following table

Table 19. The Influence of Organizational Culture on Organizational Commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	32,109	2,037		15,760	,000
	Commitment	,490	,091	,403	5,393	,000

a. Dependent Variable: Performance

Table 20. The Coefficient of Effect of the Working Environment on Organizational Commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,051	1,775		8,478	,000
	Environment	,248	,063	,305	3,919	,000

a. Dependent Variable: Commitment

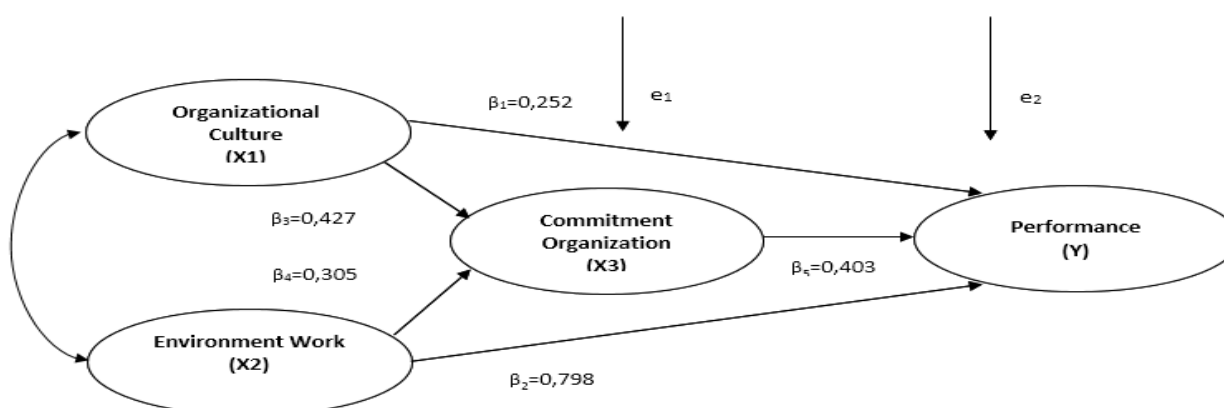


Figure 2. Overall Path Analysis

Based on Figure 2 it can be seen that the direct effect of employment pressure on employee performance is 0.798. While the influence of the work environment on employee performance through organizational commitment is $0.305 \times 0.403 = 0.123$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Based on the picture above can be seen that the influence of organizational culture on employee performance is 0.252. The influence of organizational culture on employee performance through organizational commitment is $0.427 \times 0.403 = 0.172$. In this case, the direct influence is greater than the indirect effect so that

it can be said that the organizational commitment variable is not an intervening variable.

Conclusions and Suggestions

Conclusion

Variable Culture of organization and work environment influence to employee performance simultaneously. The value of F arithmetic of 42.54 and significance of 0.05. This value is less than 0.05. Quadratic r value equal to 65,7% meaning Organizational culture variable and Work environment influence to employee performance equal to 65,7% while the rest influenced other variables not included in the model equation.

Variable Organizational culture effect on employee performance partially. The value of t is 3.195. Value significance of 0.00. This value of significance is



smaller than 0.05. The value of r squared is 0.298. This means the influence of organizational culture variable on employee performance of 29.8% and the rest influenced by other variables that are not included in the equation model.

Work environment variables affect the performance of employees partially. The value of t is 16,241. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.637. This means the influence of work environment variable to employee performance of 63.7% and the rest is influenced by other variables that are not included in the equation model.

Organizational commitment variable influences partial employee performance. The value of t is 5,393. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.162. This means that the influence of organizational commitment variable on employee performance is 16.2% and the rest is influenced by other variables which are not included in the equation model.

The effect of organizational culture on employee performance is 0.252. The influence of organizational culture on employee performance through organizational commitment is $0.427 \times 0.403 = 0.172$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

The direct effect of employment pressure on employee performance is 0.798. While the influence of work environment on employee performance through organizational commitment is $0.305 \times 0.403 = 0.123$. In

this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Suggestion

Organizational culture needs to be considered in improving employee performance. Employees need to understand the organization's values that have been done by the company. Understanding of organizational values such as strong work discipline, cohesiveness in doing something of work and high loyalty to the company.

The environment needs to be considered to improve employee performance. Organizations need to pay attention to the environment whether the environment is directly related to employees or not directly related. Environmental conditions cultivated to be conducive for employees so that employees can concentrate in completing daily tasks.

To improve employee performance also need to pay attention to job pressure felt by the employee. Excessive or too small work pressures can damage working conditions. Job pressure can come from changes in the business environment, organizational and individual factors. Employees should be able to manage the pressure well so as not to interfere with employee performance in work.

Organizational commitment also needs to be considered in improving employee performance. Organizational commitment can be enhanced through enhanced effective commitments such as having a sense of pride in the organization, a commitment to stay in the organization and a normative commitment such as awareness to defend the organization.

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